

# 2011 Military Health System Conference

## VA and DoD Operating as One Center

Captain James A. Lovell Federal Health Care

Center

*The Quadruple Aim: Working Together, Achieving Success*

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# OBJECTIVES



- **Overview of Captain James A. Lovell Federal Health Care Center (FHCC)**
- **Challenges to success in combining processes, systems and people**
- **Lessons learned**
- **Questions**

# FHCC MISSION & VISION



## **Mission**

As the first integrated health-care federal facility, we are proud to provide comprehensive, compassionate, patient centered care to our veterans and DoD beneficiaries while maintaining the highest level of operational readiness.

## **Vision**

Creating the future of federal healthcare through excellence in world-class patient care, customer service, education and research.

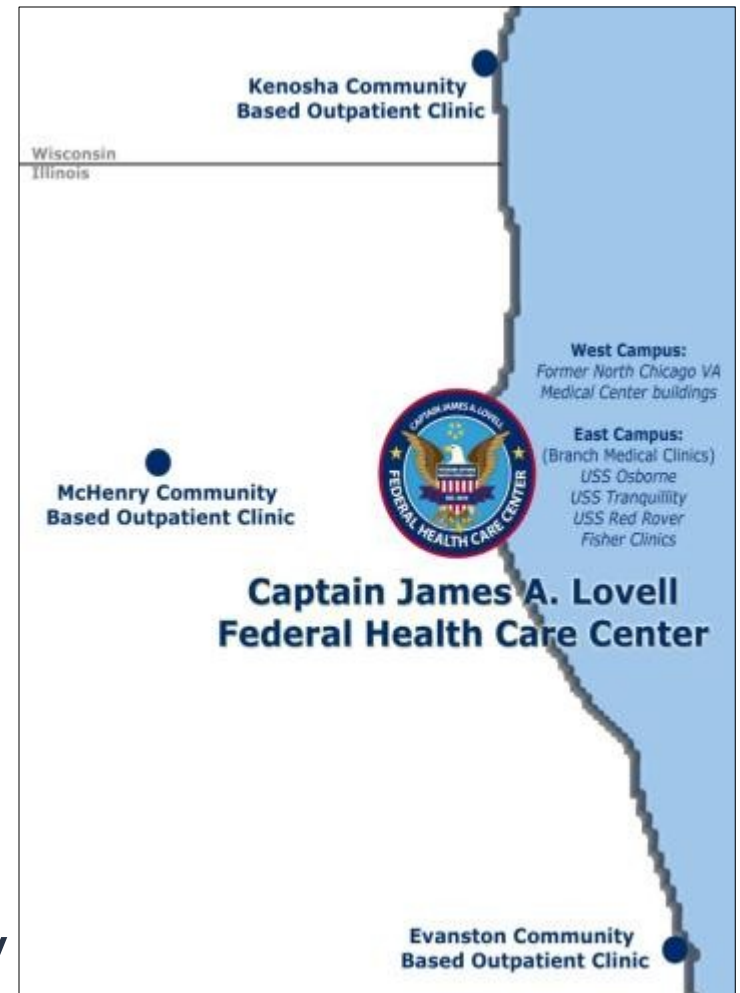
## **Values**

Respect; Integrity; Trust; Accountability;  
Teamwork/Camaraderie

# CAPTAIN JAMES A. LOVELL FHCC



- **First-of-its kind integration** between VA and DoD. FHCC **includes**:
  - **West Campus:** Former North Chicago VA Medical Center buildings, including the new MILCON funded ambulatory addition
  - **East Campus:** USS Osborne, USS Tranquillity, USS Red Rover and Fisher Branch Medical Clinics
  - **Clinics:** Kenosha, McHenry and Evanston Community Based Outpatient Clinics





The FHCC is the “integration” of:

- \* The present NCVAMC (West Campus)
- \* The newly constructed Ambulatory Care Center (West Campus), replacing 12 story former Naval Hospital (200H)
- \* The Navy Fleet Medicine Clinics (East Campus)
- \* VA Community Based Outpatient Clinics

# Captain James A. Lovell Federal Health Care Center 2010



# FHCC WASN'T BUILT IN A DAY



“Perseverance is the hard work you do after you get tired of doing the hard work you already did”  
- Newt Gingrich







## Phase I

### Sharing Relationship

**October 2003**

- Inpatient Mental Health transferred
- Reimbursement methodology:
  - As TRICARE Network Provider Status
- Local VA/DoD Working group chartered
- Multi-disciplinary

**December 2004**

- DoD Blood Donor Processing Center transferred
- Reimbursement methodology:
  - Navy leases VA laboratory space
  - VA purchases blood products

FY04 - Women's Health & Mammography

FY05 - MRI, Oncology & Fiber Optic Connectivity

## Phase II

### Network Relationship

**January 2005**

- \$13M NCVAMC Project
- Construction of 4 new OR's
  - Renovated 4 existing OR's
  - Expansion of existing Emergency Department

**June 2006**

- Transfer of inpatient med/surg/pediatric
  - Prof. svcs. by Navy MD's for Surgery and Peds
- Transfer of operating room
- Transfer of ICU
- Transfer of ER service

FY06 - Hospitalist & Digital Radiography (PACS)

FY07 - Project Management Support

## Phase III

### Federal Health Care Center

**FY2007**

Navy construction project began 2 JUL 2007:

- Surface parking (staff) completed DEC 2007

**FY2008**

- Parking Garage completed SEP 2008
- Renovated 45,000 square foot of existing NCVAMC spaces - completed SEP 2009.
- Begin 201,000 square foot ambulatory care center

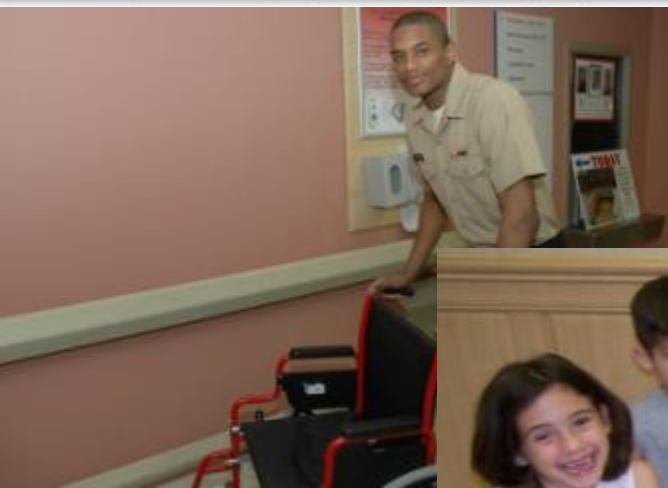
**Fall 2010**

- Construction completed in SEPT 2010

FY08 - Enterprise IM/IT Requirements

FY09/10 - Enterprise IM/IT Development

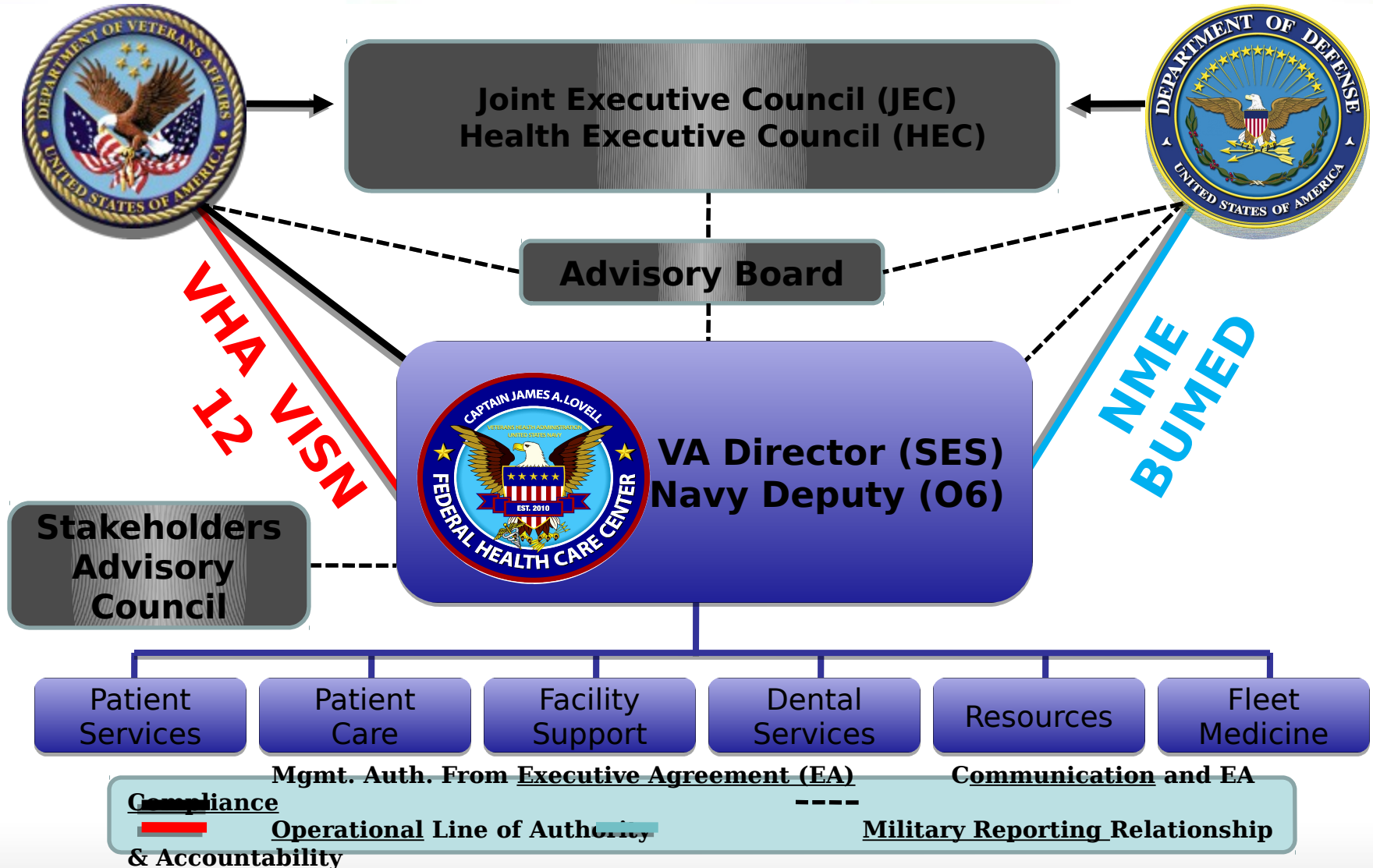
# Captain James A. Lovell Federal Health Care Center



2011 MHS Conference



# FHCC Reporting Structure



# MHS QUADRUPLE AIM



- **READINESS:** Operational Readiness, Training Opportunities for Corpsman and other medical professionals.
- **EXPERIENCE OF CARE:** The Right Care, at the Right Time and Place
- **POPULATION HEALTH:** Leveraging VA & DoD Computer Systems to Improve Outcomes
- **PER CAPITA COST:** Cost Synergies from Internal Economies of Scale.

## CREATING A LEARNING ORGANIZATION:

An Ongoing Process of Continuous Improvement, Staff Engagement and Course Adjustment

# MHS QUADRUPLE AIM



PATIENT



# LEADERSHIP



- Early Establishment Of FHCC Leaders
- Deputy Director On Board Early
- Leadership Training (VA & DoD)
- Co-Location of Direct Reporting w CMD Suite
- Communication (Vertical & Horizontal)
- Executive Steering Committee (ESC)
- FHCC Advisory Board
- Role Definition
- Integration Teams
- Visibility (Town Halls, All Hands)
- Executive Sharing Agreement
- Mission Vision & Values

# PATIENT CARE/SERVICES



- Patient Safety #1
- Clinical Service Integration
- Communication to Beneficiaries
- Patient Priority
- Access To Care
- State Of The Art Equipment
- Corpsman Integration / IDC
- Integrated Policies
- Education and Research
- Synergies of Scale
- Product Line Recapture

# CULTURE & COMMUNICATIONS



- Establishing Our Brand

- Logo

- Promise Kept:

*Readying Warriors and Caring for Heroes*

- External Communication

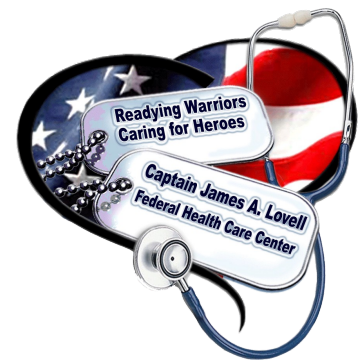
- Community Events

- Speaking

- Engagements

- Press Releases

- Social Media





# CULTURE & COMMUNICATIONS



- Internal Communication
  - Newsletter
  - Town Halls / Captain's Calls
  - Off-Site Retreats
  - Focus Groups & Surveys (NCOD / NPGS)



# PERSONNEL & LABOR RELATIONS



- Transfer Of Function
- Military / Civilian
- Combining Labor Unions
- Labor Partnership
- Position Descriptions
- Education & Training (LMS/NKO)
- New Organization Structure
- Total Work Force Management

# RESOURCES



- Budget - Joint Medical Facility Demonstration Fund (JMFDF)
- Reconciliation
- Continuing Resolution Authority (CRA)
- Supply Chain
- Contract Issues
- Construction



# INFORMATION MANAGEMENT INFORMATION TECHNOLOGY



PATIENT

My Documents	Office1.wmv	STAFFING FINALS O...	FHCC HVAC_SV...	Mosby's Nursi...	Shortcut to CLINICAL...	CHCS FLU 2010
My Computer...	Outlook 2003 to ...	BHIE pt e...	GAO presentati...	Naval Hospital ...	Shortcut to poisoning...	CHCS Trainin...
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Recycle Bin	ProClarity Desktop P...	apollo	Logitech Print ...	NHGL Connect...	Staff Delegati...	DoD and VA Image Sh...
Internet Explorer	VA Learning Managem...	Bed Managem...	mechanical ventilatio...	NorthChic...	VistaRO	DoD and VA Theater H...
ED_Tracking	Word 2003 to Word ...	Cardiac cath.pdf	MH 031909 MCMs an...	Pediatric Evidence-...	WinZip 7.0	MHS FHCC Desktop
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Microsoft Office ...	Microsoft Office	ED_Display	Microsoft Office Vi...	Shortcut to BBQ.accdb	CHCS - NHGL	

Vista CPRS in use by: [redacted] (vista.n-chicago.med.vs.gov)

File Edit View Action Tools Help

Nov 17, 2011 133-4DM B120-4B Primary Attend: [redacted] Flag Remote Data Postings D

Sort by Status/Exp. Date (IMO first on Inpt)

Action	Inpatient Medications	Stop Date	Status	Location
	*ACETAMINOPHEN TAB Give: 650MG PO Q6H PRN for pain/fever. do NOT exceed 4000mg acetaminophen/24h all sources	02/13/11	Active	
	in SODIUM CHLORIDE 0.9% 1000 ML IV 100 ml/hr@0	01/12/11	Discontinued	

Action	Non-VA Medications	Start Date	Status
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Action	Outpatient Medications	Expires	Status	Last Filled	Refi...
	MAGNESIUM OXIDE 420MG TAB Qty: 2 for 1 days Sig: TAKE TWO TABLETS BY MOUTH ONCE FOR MAGNESIUM SUPPLEMENT FROM ED PYXIS	02/11/11	Discontinued	Jan 12,11	0
	ACETAMINOPHEN 500MG TAB Qty: 2 for 1 days Sig: TAKE TWO TABLETS BY MOUTH NOW PAIN/FEVER,MAX 4000MG ALL SOURCES ADMINISTERED FROM ED PYXIS	02/11/11	Discontinued	Jan 13,11	0

Cover Sheet Problems Meds Orders Notes Consults Surgery D/C Summ Labs Reports

AHLTA (Privacy Act of 1974/FOUO) - Vergence Link On

File Edit View Go Tools Actions Help

Add Details Discontinue Modify Close OE Renew Refresh Options Close

Folder List

- Desktop
- Notifications (2)
- Appointments
- Telephone Con
- Search
- New Results (1)
- Tasking
- Co-signs
- Sign Orders
- Consult Log
- Patient List
- CHCS-I
- EWSR
- Reports
- Tools
- Web Browser
- AHLTA Links
- Demographics
- Health History
- Problems
- Meds
- Allergy
- Wellness
- Immunization
- Vital Signs
- PKC Couple
- Readiness
- Patient Que
- DoD/VA/Th
- OB Summar
- Lab
- Radiology

Appointments Meds Allergy

Search Filter: Outpatient Curr The medication list should be validated with patients for their safety.

Origin	Medication Name	Sig
DoD	ACETAMINOPHEN, 325 MG, TABLET, ORAL	TAKE 1 TABLET PO EVERY 6 HOI
DoD	Cetylpyridinium Chloride + Benzocaine + Menti	DISSOLVE 1 LOZENGE IN MOUTH
DoD	Phenol 1.4%, Spray, Mouth or throat	SPRAY AS NEEDED FOR SORE T
DoD	Cetirizine Hydrochloride 5mg + Pseudoephedri	T1 T8 PO BID PRN ALLERGIES #
DoD	Carbamide Peroxide 6.5%, Solution, Otic	USE 3 DROPS IN AFFECTED EAR
DoD	NAPROXEN, 500 MG, TABLET, ORAL	TAKE ONE TABLET PO TWICE A I
DoD	Etonogestrel 68mg, (Implanon), Implant, Injection	HAVE INSERTED AT BLDG 1523
DoD	IBUPROFEN, 800 MG, TABLET, ORAL	T 1 TAB PO TID PRN FOR PAIN #
DoD	IBUPROFEN, 800 MG, TABLET, ORAL	T 1 TAB PO TID PRN FOR PAIN R
DoD	ASCORBIC ACID, 500 MG, TABLET, ORAL	T1 TAB PO DAILY
DoD	FERROUS SULFATE, 325(65) MG, TABLET, ORAL	TD PO
DoD	Pharmacy Intervention: Miscellaneous Not Sp	NO MEDS/SHIP 5
DoD	FERROUS SULFATE, 325(65) MG, TABLET, C	TAKE 1 TABLET PO DAILY #30 F
DoD	IBUPROFEN, 200 MG, TABLET, ORAL	T 1-2 TABS PO Q4-6H AS NEEDED
DoD	ACETAMINOPHEN, 325 MG, TABLET, ORAL	TAKE 1 TABLET PO EVERY 6 HOI
DoD	BISMUTH SUBSALICYLATE, 262 MG, TAB C	CHEW 2 TABLETS EVERY HOUR
DoD	Guafenesin/Dextromethorphan Hydrobromide	U UD #1 RFO
DoD	Menthol + Cetylpyridinium Chloride, Lozenge, I	USE AS DIRECTED FOR COUGH I
DoD	ACETAMINOPHEN, 325 MG, TABLET, ORAL	TAKE 1-2 TABS EVERY 4-6 HOUR
DoD	BISMUTH SUBSALICYLATE, 262 MG, TAB C	CHEW 2 TABS EVERY 1/2 HOUR
DoD	Menthol + Cetylpyridinium Chloride, Lozenge, I	DISSOLVE 1 TAB IN MOUTH AS N
DoD	CALCIUM CARBONATE/VITAMIN D2, 500 MG-200, T	T1 T8 PO BID #60 RF3
DoD	Penicillin G Benzathine 600000U/mL, Suspen	1.2 MU BY IM #1 RFO

OTC is an over-the-counter

CHCS Connection: Ready



Launchpad
CPRS
Imed
Imaging
Vista
CHCS
AHLTA

Patient:
User:

Vista CPRS in use by: (vista.n-chicago.med.v...

File Edit View Action Tools Help

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Provider:

Flag
VistaWeb
Remote Data
Postings
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Sort by Status/Exp. Date (IMO first on Inpt)

Action	Inpatient Medications	Stop Date	Status	Location
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Cover Sheet
Problems
Meds
Orders
Notes
Consults
Surgery
D/C Summ
Labs
Reports

chcs - Reflection for UNIX and OpenVMS - Vergence Patient Link On

File Edit Connection Setup Macro Window Help

Macro1

AGE:

1. Z-ETONOGESTREL (IMPLANON) 68MG SUBQ IMPLA HAVE INSERTED AT BLDG 1523  
RR: 0 #: 1

2. CARBAMIDE PEROXIDE 6.5% OTIC DROPS USE 3 DROPS IN AFFECTED  
EAR(S) TWICE A DAY FOR 3 DAYS RR: 2 #: 15

3. FERROUS SULFATE (IRON) 325MG TAB TAKE ONE TABLET EVERY DAY BY  
MOUTH RR: 2 #: 90

4. NAPROXEN 500MG ORAL TAB TAKE ONE TABLET BY MOUTH  
TWICE A DAY WITH FOOD RR: 1 #: 30

5. OYS SHL CALCIUM 500MG + VIT D 200IU TAKE ONE TABLET BY MOUTH  
TWICE A DAY RR: 2 #: 60

6. ASCORBIC ACID (VIT C) 500MG ORAL TAB TAKE ONE TABLET BY MOUTH

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# LESSONS LEARNED

- Maintain Focus On The Vision
- Buy -In From All Levels Of Both Organizations Critical
- Everyone Will Function As “One Team” Focused On  
the Mission (Healthcare and Readiness).
- Use Lessons Learned From Other VA/DoD Efforts.
- Focus On Collaboration, Not Control
- What Is Crafted For FHCC Should Be Exportable To  
other VA/DoD Efforts.
- Use System Thinking Not Linear Thinking



# LESSONS LEARNED

- Dedicate Resources (Funds / Staff) Early
- Get HQ Engaged Early
- Get Legal Engaged Early
- Remember Murphy's Law
- Expect To Be Under A Microscope
- Mitigate Risks
- Complexity of Legal Process
- Be Willing to Take Risks
- Have A Backup Plan. Be Flexible
- Measures of Success
- Executive Sharing Agreement

# QUESTIONS?

2011 Military Health System Conference

Readying  
Warriors **and**

*The Quadruple Aim: Working Together, ...*

Caring for  
Heroes

